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# DEVELOPING EMPLOYER BRAND TO ATTRACT TALENT

– Case: Rovio Entertainment Corporation



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# DEVELOPING EMPLOYER BRAND TO ATTRACT TALENT

- Case: Rovio Entertainment Corporation

The purpose of this thesis is to study what employer branding includes and how an employer brand can be managed and developed. This thesis also deals with a case study, the purpose of which was to find out the current state of Rovio Entertainment's internal employer brand among their new joiners.

Supported by recent literature and research, this thesis looks into the concept of employer branding and discusses how it differs from customer and corporate brand and what are the benefits of employer branding. Furthermore, the thesis studies who owns the employer brand, what does the employer branding process consist of and what is an employer value proposition. The new joiner research within Rovio was done by an online survey conducted within the new joiners who started working at Rovio for the first time in 2016. The survey was sent to 46 new joiners in Espoo and Stockholm and the response rate was 60%. The survey covered three areas: employer image, recruitment and onboarding and it included both close- and open-ended questions.

The main finding of the survey was that Rovio's internal employer brand was actually in a very good state and there were not many areas to improve in the recruitment and onboarding. Another finding of the research was that there were many new joiners who were not familiar with the company before joining Rovio and they were positively surprised for example about the company culture.

This thesis analyses, how the positive internal employer brand could be communicated externally to attract more talent in the right target audiences. The focus of developing the employer brand within Rovio could be in creating a differentiating Employer Value Proposition and building communication and actions to support that proposition.

## KEYWORDS:

Employer Branding, Employer Brand Management, Employer Value Proposition, Talent Attraction

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Tämän opinnäytetyön tarkoituksena on tutkia, mitä työnantabrändi on ja miten sitä voi hallita ja kehittää. Osana opinnäytetyötä on toimeksiantona tehty tutkimus, jonka tarkoitus oli selvittää Rovio Entertainmentin nykyistä työnantajamielikuvaa uusien työntekijöiden keskuudessa.

Aihetta käsitellään kirjallisuuden sekä alan tutkimusten kautta. Opinnäytetyö pyrkii vastaamaan, mitä on työnantabrändi, miten se eroaa kuluttaja- ja yritysbrändistä ja mitä hyötyä työnantajamielikuvan kehittämisestä on. Opinnäytetyö käsittelee myös sitä, kenen vastuulle työnantajamielikuva kuuluu, millainen brändin kehitysprosessi on ja mitä tarkoittaa työntantajalupaus. Roviolle tehty tutkimus toteutettiin verkkokyselyllä ja kohderyhmänä olivat vuonna 2016 aloittaneet työntekijät Espoossa ja Tukholmassa. Kysely lähtettiin 46:lle työntekijälle ja vastausprosentti oli 60%. Kysely kartoitti kolmea osa-aluetta: työnantajamielikuvaa, rekrytointia ja perehdytystä, ja se sisälsi sekä avoimia että monivalintakysymyksiä.

Roviolle tehdyn kyselyn suurimpana löytönä oli se, että työntantajamielikuva uusien työntekijöiden keskuudessa oli erittäin hyvä eikä rekrytoinnissa ja perehdytyksessä ollut paljon kehitettävää. Yksi tutkimustuloksista oli, että osalle uusista työntekijöistä Rovio ei ollut tuttu entuudestaan ja he olivat positiivisesti yllättyneitä Rovion yrityskulttuurista.

Tämä opinnäytetyö pohtii, miten Rovion positiivista sisäistä työntantajamielikuvaa voisi viestiä ulospäin uusien työntekijöiden houkuttelemiseksi oikeassa kohderyhmässä. Painopiste työnantabrändin kehityksessä tulisi olla työntantajalupauksen luomisessa ja rakentaa sen ympärille sitä tukevaa viestintää.

## ASIASANAT:

Työnantajamielikuva, Työnantabrändi, Työntantajalupaus,

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## LIST OF ABBREVIATIONS

ATS	Applicant Tracking Software
EB	Employer Brand
EVP	Employer Value Proposition
HR	Human Resources
KPI	Key Performance Indicator
ROI	Return on Investment

# 1 INTRODUCTION

Every company has an employer brand, regardless of whether they have defined it themselves or not. Employer brand is consisted by feelings and thoughts that people associate with the company as an employer. The thoughts people have about the employer can be positive, negative, true and untrue. These opinions can be based on experience, word of mouth, intentional or unintentional communication. Even the most carefully executed brand messages do not define the employer brand, if those differ from what people hear from somewhere else and experience themselves. (Mosley 2014, 4.)

The topic of this thesis is employer branding and talent attraction. The case company is Rovio Entertainment Corporation, later referred as Rovio. Rovio is a Finnish entertainment company, whose main businesses are in games and licensing. Rovio's most known games are Angry Birds, Battle Bay and Nibblers. Rovio works globally and besides Finland, they have offices in Sweden, the United Kingdom, the USA and China. (Rovio 2017.) According to Universum's Talent Survey, Rovio Entertainment was on place 6 on the "most attractive employers of 2017" within the IT students. On previous year Rovio was on place 17. (Universum 2017, 7; Universum 2016, 7.)

Employer Branding is a personal interest of the author. Employer brand manager is still quite a rare job title but seeing some professionals holding this title in the HR field lead to curiosity of finding out more what this title holds and what is employer branding actually about. Also previous studies in marketing and current studies in HR lead to interest in combining these both areas in this thesis.

The survey topic set together with Rovio was the employer brand among new joiners. After analyzing and presenting the survey results to Rovio's HR team, the topic was specified to focus on developing the external employer brand since based on the survey, the internal brand among the new joiners was already in a good state. There was also a need to examine this area, since during the recent years, Rovio has not actively focused on creating or developing their employer brand for external audiences and they have not done research regarding employer branding before. The theoretical part of this thesis offers Rovio an overview, what the employer branding process consists of and what needs to be done before bringing employer branding actions into practice.

According to Mosley (2014, 265), “the ultimate strength of an employer brand lies in the character of the organization”. It is possible to strengthen this with marketing, but marketing can never replace the real character. That is why the most essential and permanent measure of the strength of company’s employer brand is in the perception and experience of the current employees.

The research questions in this thesis are: *What is employer branding and how employer brand can be managed and developed?* The case study examines what is the current state of Rovio’s internal employer brand and how it can be developed to attract more talent. This thesis provides examples of actions that could be taken to create and develop the external employer brand focusing on Rovio’s needs.

The conducted case study deals with a survey conducted within Rovio’s New Joiners who started in the company in 2016. The survey consisted of questions around Rovio’s employer image, recruitment and onboarding. The purpose of the survey was to find the current state of Rovio’s internal employer brand, possible development areas and how the internal employer brand could be brought outside to attract external talent. Chapter 4 describes the research methodology in more detail. In addition to the survey, there was also a small group discussion with a few of the new joiners and the focus in this discussion was on developing the employer brand. Details of the discussion will be covered in chapter 6.

Finding up-to-date information to support the topic was challenging. However, there were some newer publications and those were used as the main references together with the New Joiner survey and two researches conducted by Universum and LinkedIn. The main references used in this thesis were by Mosley and Schmidt (2017), Mosley (2014) and Rosethorn (2009).

One of the researches used as a reference in this thesis was Universum’s *2020 Outlook: the Future of Employer Branding*. The survey for the research was conducted in 2014 across 18 countries with 2338 online interviews in varying industries and job functions. More than 50 % of the respondents were working within the HR and 16 % were CEOs of the company. (Universum 2015a, 18.) Another research was LinkedIn’s *Global Recruiting Trends 2017*. LinkedIn surveyed 2,973 talent acquisition decision makers who worked in the HR via email in 2016. The respondents were on a manager level or higher. (LinkedIn 2016, 29.)



This thesis starts by defining what is employer branding, explains the differences between employer, customer and corporate brand and presents what are the positive outcomes of employer branding. The following chapter focuses on employer brand management and discusses who owns and is responsible of the employer brand. One of the key elements of employer branding is employer value proposition which is also explained. The following chapter focuses on the employer branding process. The thesis also presents the term Generation Y and how that generation can affect the employer branding and how employer branding can be measured. After the definitions, the thesis moves on to the case study. It presents Rovio's new joiner survey, how it was conducted and what were the results. After examining the results, the next chapter evaluates and suggests, how Rovio's employer brand could be created and developed based on the theoretical research, survey results and group discussion. The final chapter draws the conclusions of the thesis and research findings as a whole.

## 2 DEFINING THE EMPLOYER BRAND

People have always had their thoughts and opinions about companies but the awareness of the employer brand developed in the early 1990s due to recruitment communication and growing power of corporate brands as well as psychological contracts – the unwritten deal between employer and employee (Rosethorn 2009, 3-4). The first time the employer brand concept was published on paper was in the *Journal of Brand Management* and it was defined as “the package of functional, economic and psychological benefits provided by employment and identifies with employing company” (Ambler & Barrow 1996, 186 cited in Hubschmid 2012, 50). In the past, advertised positions attracted many applications and formed a large pool to choose the best candidates and these candidates accepted the offers thankfully. Mosley and Schmidt (2017, 7) remind that this is not the case for many companies anymore and the competition is intense.

There has been some questioning, whether employer branding, sometimes shortened as EB, is already worn out as a concept. Houghton (2017) emphasizes that it will stay relevant in uncertain economic times and especially in industries where companies are competing for talent and there are skill shortages. It could be that the name employer branding is seeing and will see a recession, but the actions and ideas behind it will stay relevant.

Technological changes have enabled jobseekers to tell about their experiences in social media and this affects to the employer brand especially when their experiences are negative. Especially younger generations are using tools like Glassdoor, referred as “TripAdvisor for employers”, where people can review companies according to their job experience in a company or for example about their application experiences (Personnel Today Jobs 2015, p.6).

CIPD, shortened from Chartered Institute of Personnel and Development, defines a strong employer brand being a combination of company values, people strategy and HR policies and it is linked to the company brand (Houghton 2017.) Bondarouk & Olivas-Lujan (2013, 27) explain employer branding as a long-term strategy which aims to build an exclusive and desirable employer identity and manages the perceptions of potential and current employees to have competitive advantage against other companies.

Competition for talent is a top challenge that companies are facing (LinkedIn 2016, 14). Companies have to market themselves to potential employees and also to the current ones to keep them in the company. Positive or negative employer brand affects to a person's decision whether to apply or not and if they want to stay in the company or look for opportunities elsewhere. It is a challenge for companies to improve their internal employer brand to remain as an employer of choice. (Laumer, Eckhardt and Weitzel 2010, 243; Sivertzen, Nilsen and Olafsen 2013, 473, 479.)

Dividing the audience within employer branding into internal and external is not adequate, especially when communicating or, for example, examining these different groups. Mosley (2014, 253) divides the talent life-cycle to multiple stages: talent pools, applicants, candidates, new hires, employees and alumnis. The employer brand varies internally and externally and also among these different stages of the talent life-cycle. For example a new joiner can see the employer brand very differently than an alumni.

## 2.1 Separating Employer, Customer and Corporate Brand

Employer brand, customer or consumer brand and corporate brand are all separate brands because they have different audiences but even though, their relationship should be supportive to each other. There are both advantages and disadvantages of having the employer brand being closely related for example to the customer brand. A potential advantage is that the brand awareness of the consumer brand will boost the employer brand because the products or services are already well known. On the other hand a disadvantage of this can be that the consumer brand affects too heavily in a negative way to the employer brand.

Mosley (2014, 39-40) gives examples of a few companies with strong consumer brands. For example the cosmetic company L'Oréal produces many products for females. A heavy female customer brand does not attract many of male employees. How about McDonald's? Their prices are low so potential employees may think this affects to the salary level as well. Financial services company Citibank's slogan "Citi never sleeps" is a great deal for their customers but not from an employee's point of view. Companies that have a strong customer brand but which does not go along with their employer brand should especially focus on employer brand development and management.

Even though it is important to try avoid misunderstandings between a customer and employer brand, their relationship should be supportive. It can be confusing for a potential employee if the company's employer brand actions and communication differs heavily from the customer brand.

## 2.2 Benefits of Employer Branding

Many researches have found positive impacts of employer branding. As noted by Dessler (2017, 172), the employer brand has an impact on recruiting success and it is pointless to recruit if the company's reputation as an employer is that it is a terrible place to work. Therefore the employer branding often focuses on the following subject; what it is like to work for the organization and what are the values and work environment. Bondarouk & Olivas-Lujan (2013, 27) state that by helping candidates to picture themselves being a part of the company, employer branding can attract more talent.

Companies can show to candidates how they differ from other companies and why they should choose them as the place to work. A strong employer brand attracts consideration from at least 20 % more of the labor market compared to companies with weaker employer brand. Companies with a strong employer brand have greater awareness and preference among their key target groups which leads to have a wider selection of candidates to select from. (Mosley 2014, 13, 16.) LinkedIn's research in USA in 2011 found that the average cost per hire was two times lower in companies with a strong employer brand compared to companies which employer brand was found moderate or poor (Mosley 2014, 12).

Bondarouk & Olivas-Lujan (2013, 27) argue that with powerful employer branding, the employees can become emotionally attached to the company. Companies that deliver their promises related to their employer brand can have meaningfully lower level of unwanted employee turnover and employees are also more engaged. Rosethorn (2009, 20) highlights that when the employees are engaged, this will lead also to better customer engagement and retention.

A good experience of company's employer brand encourages higher level advocacy within employees and referral activity (Mosley 2014, 13-14). Based on the findings of LinkedIn (2016, 13, 18), internal referrals are actually a top source of quality hires. Companies are developing their referral programs because referred employees are

faster to hire, they stay longer in the company and also perform better. Despite this, the budget assigned to referral programs is very small, being 9 % of the recruitment budgets.

### 3 EMPLOYER BRAND MANAGEMENT

Even though employer branding is described as one of the most important trends in talent acquisition, and companies acknowledge and believe that there are multiple benefits of employer branding, it does not get a large piece of the recruitment budget. According to the *Global Recruiting Trends 2017* research, employer branding actually shares the last place together with recruiting events, being 8% of the budget allocated to recruiting. The highest budgets go to job boards & advertising (30%) and recruitment agency costs (22%). One of the reasons for that can be that the ROI of employer branding is difficult to measure and it is hard to show a connection between the employer branding actions and stronger candidate pipeline. This is very controversial to the finding that 80 % of talent leaders agreed that employer branding has a significant influence on their capacity to hire talent. If the leaders were given an unlimited budget, 53 % would invest more on employer branding. (LinkedIn 2016, 18-21.)

Mosley (2014, 11) describes employer brand management as “an endurance sport, not a sprint”. Developing an employer brand starts by understanding the company’s purpose and values. These should be reflected in all the company’s communication and acts. The values are often similar in many companies but this is not a problem since they are not supposed to act as the competitive advantage compared to other companies. (Mosley 2013, 24, 35.)

One of the most important aspects of employer brand management is to keep the communication truthful. All communication and acts need to reflect the reality as if the promises are not kept, there will be disengagement among the new hires, high level of attrition and poor reputation as an employer. (Mosley 2014, 8.)

#### 3.1 Ownership of the Employer Brand

Some companies have employer brand managers, even though that is still quite rare. Rosethorn (2009, 165) hopes that if a company has an employer brand manager, that person would still not own the employer brand, rather be its guardian and activist. Rosethorn (2009, 163) reminds that every employee owns the employer brand on an day-to-day level. Every person in the company can influence how the proposition between employer and employee works. Mosley & Schmidt (2017, 10) agree that also

the current employees should be a part of employer branding as content creators, engaging with potential candidates and serving as brand advocates. This is supported by Brian Walker, the CEO of Herman Miller, who argues that employees are the ones who can build up the company's reputation and also tear it down (Erb 2011).

Naturally some people can influence more and it varies during the employer brand journey. Roethorn (2009, 164-165) claims that HR is the one prompting the employer branding and internal communication is responsible of its day-to-day communication, measurement and development. Mosley (2014, 44) describes the employer brand management as a team sport with a shared ownership. Overall brand guidelines are driven by the company brand and communications team but HR should tailor the brand communication and experience within the current and potential employees.

Rafter (2017) states that HR-ownership of employer brand dropped from 46 % to 38 % between years 2009 and 2014 according to Employer Brand International's research. In addition, Rafter highlights that employer branding is becoming a company-wide effort where HR, talent acquisition, marketing, communication and operations are managing the employer brand together.

Based on the findings of Universum (2015a, 5; 2015b, 4), it can be argued that there is mixed understanding in companies about who owns the role of employer branding. 60 % of CEO's felt that they owned it and 32 % of CEO's thought that the role was owned by HR. 58 % of HR executives thought that HR owns the employer branding and marketing pointed 39 % to HR and 40 % to the CEO. Even though employer branding has been a hot and popular topic for a while, it still seems that it is not well-thought-out and disciplined program within most companies. As put in the Universum's report, "it seems employer branding is experiencing an identity crisis within many organizations" (Universum 2015b, 4). There are clearly different views about the ownership and therefore it is very important for the companies to think this through together with different departments, who is responsible of what and how employer branding should be done.

Based on the findings of LinkedIn (2016, 22), especially larger companies' recruiting teams are looking for support from marketing and they work together for example on social media channels. Most companies have from one to five people managing their employer brand. In 36 % of the cases recruiting was collaborating with marketing and/or communication, recruiting was mainly responsible in 30 % of the cases and in 20 % of the cases recruiting had only little or no involvement. There seems to be a lot of

differences between the companies on how the responsibility of the employer branding is shared or owned. In Universum's (2015d, 14) report, it is recommended creating a crossfunctional program, which educates all teams using social media efficiently.

### 3.2 Employer Value Proposition

Employer Value Proposition, shortened as EVP, is important for talent attraction and engagement because it translates the company values to employment context. Especially global companies who are competing for top talent can benefit from having an EVP. (Mosley 2014, 35; Universum 2015b, 8.)

Rosethorn (2009, 20) defines Employer Value Proposition as "The unique and differentiating promise a business makes to its employees and potential candidates". It helps to understand what the employer can offer to the employee. Houghton (2017) adds that EVP should also include what the company requires as an employer. There is evidence of the impact of the psychological contract because the employer value proposition stands as the deal between the employer and employee.

EVP should be focused, concised and easy to understand. EVP should include a key statement and three to five themes or pillars which support the statement (see figure 1). EVP is the base for the employer brand management and its communication. (Mosley and Schmidt 2017, 64.)



Figure 1. Structure of EVP (Mosley and Schmidt 2017, 64)



For example Adidas' core positioning is defined as "Shape the future of sport". This statement is supported by six pillars that are short clauses opened up in couple of sentences. One of these pillars is for example "Pioneering the future of work" which is described more in detail as:

*Imagination, teamwork, and the courage to share your ideas all need the right environment to thrive. Which is why we're focused on being at the epicenter of global culture and pioneering a future workplace that facilitates faster decision-making, creative solutions, and more opportunities for spontaneous collaboration.*

SUEZ's core position is "Join the resource revolution" and that includes five pillars, one being for example "By working at SUEZ, you will benefit from working closely with others to solve major resources challenges". To support the core positioning and pillars, both companies have created tailored marketing content and activities around them. (Mosley & Schmidt 2017, 65-66.)

Once defined, Employer Value Proposition can also bring more focus and consistency to all activities of people management. Towers Watson's 2012 Talent Management and Rewards Study showed that organizations that distinguished and tailored their EVP were less likely to have problems in attracting employees with critical skills in fast growing economies (11 %) and also in developing economies (6 %). Same kind of numbers were reached in retaining employees with critical skills. (Mosley 2014; 4-8, 14.)

According to Universum's (2015b, 8) research, 61 % of companies had an EVP. Most of the companies (60 %) had developed it internally and one third of the companies used either creative agencies or employer branding experts to develop their Employer Value Proposition.

Some companies are beginning to create different EVPs for different segments. The thought behind this is that similarly as there are multiple customer segments, there are also different types of employees. In practice this could mean highlighting different elements of the EVP for different employee segments or creating subsets of the overall EVP to be used for varied groups. These segments could be for example divided based on age, lifestyle, attitudes, job function such as sales or seniority such as executive. (Houghton 2017.)

Especially among the younger generation, cultural fit has become one of the main contributors of employee engagement (Hubschmid 2012, 205). LinkedIn's research (2016, 23) indicates that candidates and recruiters think that company culture is

important when trying to stand out from competitors. Top 3 list for recruiters when asking about what attracts candidates was company culture, company reputation and challenging work. For candidates the list was culture & values, perks & benefits and mission & vision. The lists were different but culture was the top priority for candidates and recruiters were on the same page with this. When it was time to give the final answer on a job offer, the deciding factor for the candidates was how the company would impact their career development and how stimulating their job would be financially and intellectually. (LinkedIn 2016, 24.) Therefore it can be beneficial to vary the employer brand communication depending of the target audience and also during the process with the same audience. Promoting the company culture when attracting talent in the beginning and when going through the final steps in the recruitment process, highlight more for example the development possibilities.

Everything the company does from an employer perspective, the EVP should be involved. Mosley and Schmidt (2017, 243) suggest that companies should be bold and creative when modifying for instance the application, screening and selection processes. For example Google is famous in the IT-industry for their peculiar interview questions. Candidates can expected to answer for example to questions such as: "How you'd escape from a blender if you'd been shrunk to the height of a nickel?"

### 3.3 Employer Branding Process

Backhaus and Tikoo 2004 (cited in Bondarouk & Olivas-Lujan 2013, 27.) see that employer branding process includes three areas: value proposition, external marketing and internal marketing. As mentioned in the previous chapter, employer value proposition offers information about the company culture, current employees and what the company can offer. External marketing means presenting the value proposition and creating a unique image to allow potential candidates picture themselves working for the company. The internal marketing includes keeping the made promises and having them as part of the company culture.

CIPD defines four stages of developing an employer brand. The first stage is discovery which helps to understand what the stakeholders think about the current employer brand. The following stage is for analyzing, interpreting and creating the employer value proposition. What the company stands for, what it offers and also requires as an employer. The third phase is the implementation and communication, applying the

employer brand and the final stage is about measuring, maintaining and optimizing. (Houghton 2017.)

Mosley & Schmidt (2017, 9-10) see the branding process more as a cycle, a continuous process (Figure 2). This cycle includes eight stages. The first stage consists of understanding the company's business objectives and talent needed to meet those. Then it is time to evaluate the current employer brand among potential employees and current employees. The third phase is to define the EVP. After that the company needs to build an employer brand framework, also called as employer brand guideline, which includes for example company logo, photography and other design elements. The fifth step includes creating content that is engaging. Then it is time to engage with potential applicants in the selected channels, such as company career website, job boards and social channels. The seventh stage is to measure the success and decide what works and what does not work. As a final step, the employer brand strategy and recruitment marketing actions need to be adjusted to improve the results of employer branding and then repeating some of the same steps again. Mosley (2014, 9) states that the employer brand's long term strength is to be able to deliver and progressively build on the employer brand promises.

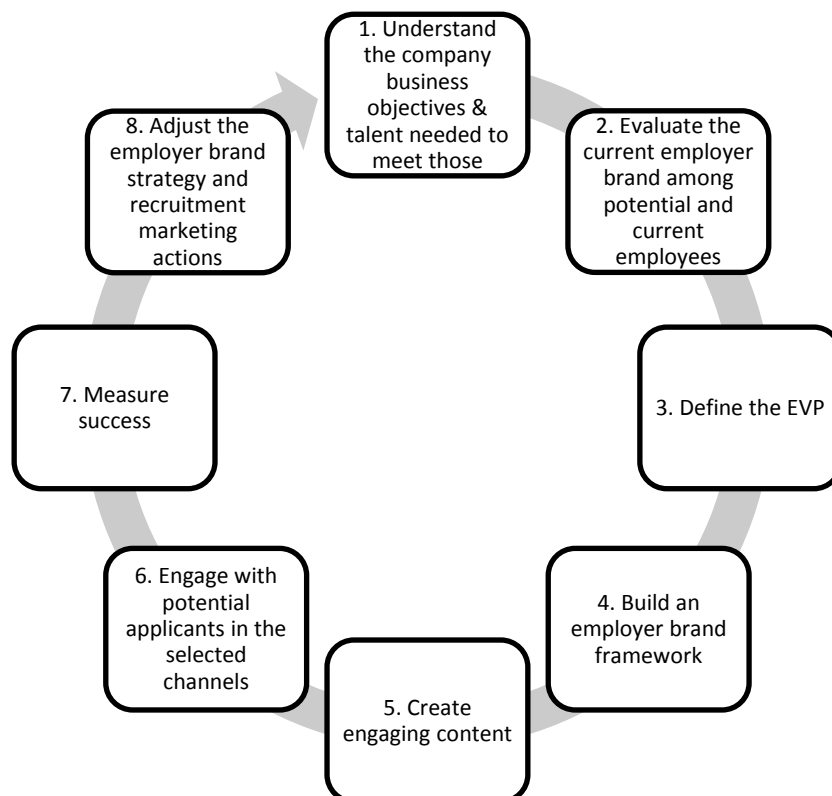


Figure 2. Employer Branding Process (based on Mosley and Schmidt 2017, 9-10)

LinkedIn's research (2016, 25) demonstrates that the top channels for promoting the employer brand are company's career site (61%), LinkedIn (55%), third-party website or job board (40%), Facebook (35%) and Campus recruiting (31%). Social media is a significant channel for employer branding, in a form of two-way communication. Many companies are still seeing using social media in recruiting as an experiment. Only 32 % of companies had an active social media presence with dedicated employees. This should be changed so that it becomes a core competency and a strategic asset within the company, especially when trying to reach the Millennials / Generation Y. (Universum 2015d, 15.) More about this generation will follow later in the following chapter. Social media is a fast way to communicate the employer brand, but it is important that all the information communicated is true. If it turns out not to be, the negative publicity can spread like wildfire. (Bondarouk & Olivas-Lujan 2013, 31.)

More concrete examples of employer branding actions are elaborated in chapter 6 when suggesting employer branding activities for Rovio based on the new joiner survey results.

### 3.4 Targeting the Generation Y

Generation Y is a broadly used term describing people born between early 1980's and late 1990's or early 2000. The dates when this group was born varies a lot and so does the name. The term Generation Y is commonly used in the USA and for example in Germany this same group is described as the Internet Generation. There are also other names such as Millennials, Generation Facebook, Digital Generation and Nexters used to describe this specific group. The concept of this generation is very broad and it is important to keep in mind that this is not a homogeneous group of people. (Bondarouk & Olivas-Lujan 2013, 62-63; Hubschmid 2012, 61-70.)

Generation Y has been called as a revolutionizer of the working environment. It has been argued that this generation is still overall very different from other generations regarding their attitudes, behavior and expectations toward employers. The Y Generation is the most educated generation to enter the work life, they use a lot of technology and are resistant to centralized control. They are concerned about their personal and career development and require continuous feedback and recognition. They like flexible working hours, possibility to work remotely and they value a good work-life balance.

Especially with this generation, companies have to present themselves to potential employees rather than wait for them to apply. Generation Y is not devoted to a company, instead they are loyal to the career paths, challenging tasks and co-workers and they value being treated as individuals. They require that the company keeps its promise, otherwise they will most likely leave. One of the challenges with Generation Y is also that their expectancy to stay in the same job is two years or less. However, this generation values loyalty and honesty from employer and will most likely stay loyal for the company if they do likewise. (Bondarouk & Olivas-Lujan 2013, 62-63; Hubschmid 2012, 61-70; Rosethorn 2009, 209.) By 2025, the Generation Y will make up to 75 % of the global workforce (Universum 2015c, 6). Therefore it is important to take this generation's expectations into account.

### 3.5 Measuring Employer Branding

There are not any specific metrics that need to be used when measuring the employer brand activities because this is up to the company what they want to measure. Companies need to understand and define what the employer brand actually means to their company, what does it consist of and what are the targets for each part of it before measuring any of the activities. It is pointless to measure something if it actually does not even matter to the company. As well as defining the current brand image, companies need to know what is their vision - what is their desired brand image. (Rosethorn 2009, 177-178.)

What can be measured, is a wide category. According to Rosethorn (2009, 173-175), the employer brand impact can be measured from attraction, engagement, financial and stakeholder perspective. Examples of attraction impacts are cost or time to hire, quality of candidates, offers and acceptances, amount of referrals received from employees and source of candidates and amount of applications. Rafter (2017) highlights that it is good to keep in mind that a large amount of applications is not necessarily in parallel with attracting the right talent. Therefore it is more important to measure the amount of suitable candidates. Most of the above mentioned data should be easily available from the applicant tracking system (ATS), also known as the recruitment tool, which the company is using.

Engagement metrics are for example retention, cost of leavers, sickness absence levels and key productivity and performance measures. Financial impacts are ROI, recruitment process costs, human capital costs and turnover costs. Stakeholder impacts are customer satisfaction with service levels and how consumers feel that staff live the brand. It is important for companies to understand that some of the metrics are something that they need considering their employer branding targets and then again some are just nice to have but not crucial for their goals. (Rosethorn 2009, 173-175.) Rafter (2017) proposes that instead of using time-to-fill and cost-per-hire data, it would be preferable to use more business-focused indicators to measure success.

According to LinkedIn research (2016, 25) the top ways to measure employer brand for the interviewed companies were traffic to company's career website (36%), survey on current employee perceptions (34%), social media engagement (32%), top employer rank lists (28%) and number of social media followers (25%).

Benchmarking can improve the measurements to have something to compare with. However, it is important that if the benchmarking is done, it needs to be done within the right industries and types of companies. It is useless to compare the metrics for example between IT and hospitality sectors. (Rosethorn 2009, 186.)

Recording of the data related to the employer brand metrics should be done constantly and monitoring that data should be regular. For example recruitment data should be pulled out easily from the company's ATS. Some data for example related to customer satisfaction needs to be reviewed together with other departments and therefore it does not need to be constant but reviewed for example quarterly. (Rosethorn 2009, 187-188.) Hubschmid (2012, 205) agrees with this but has also a counterargument that "the measurement of the EB should not only be data supported and driven by mathematical algorithms created from data on past successes and failures".

Only half of the respondents in Universum's (2015c, 12) research measure their activities and effectiveness in social media. The plans are to do more measuring over the next five years (69% of respondents).

## 4 CASE ROVIO

This case study deals with a survey conducted within Rovio's New Joiners who started in the company in 2016. The purpose of the survey was to find out the current state of Rovio's internal employer brand among new joiners and what are the possible development areas in employer image, recruitment and onboarding.

During the time the survey was conducted, there were 43 new joiners who joined Rovio in 2016 and were still working in the company. 31 of them worked in Espoo, Finland and 12 in Stockholm, Sweden. The average age of the new joiner was 31.9 and 23% were female and 77% were male.

The scope of the research were new joiners who joined Rovio in 2016 and were still working for Rovio by the time the survey was conducted. The scope excluded trainees and employees, who had been working for Rovio before but joined Rovio again in 2016.

The chosen research method was an online survey because with that it was possible to offer quantitative data, and the survey made it possible for the respondents to stay anonymous. Since responding was voluntary, an online survey was an easy and fast method for the respondents to reply and reached the employees also in the Stockholm office. The survey was carried out with Google Form, which was used also in other questionnaires at Rovio. Since the questions were simple and the survey was relatively short with multiple open questions, the author decided to use the simple and easy-to-use Google Form instead of any other survey tool.

There were some thoughts about having group interviews for the new joiners instead of a survey. That was turned down after realizing the amount of new joiners which would have been very time consuming to execute and the author also questioned her skills to implement group interviews without any earlier experience of interviewing. Since the author of the thesis was also working in the company's HR department at the time when the research was conducted, there was a risk that the respondents would have not felt confident to openly express their opinions if the research was conducted face to face as an interview.

The survey was sent to new joiners in Rovio's offices in Espoo and Stockholm. These were the offices that were hiring the most of new employees. Together with Rovio, the author decided to exclude employees working in the other offices, since they were

smaller and they were not hiring as many new employees. As the survey was anonymous, it would have revealed the identity of the respondents from other offices than in Espoo and Stockholm.

The survey was sent on 17 February 2017 to 43 new joiners. The survey was open for three weeks and during that time, one reminder was sent to the group. 26 new joiners responded to the survey and thereby the response rate was 60%. The response rate of Espoo office was 55% and Stockholm office's was 75%.

As mentioned above, the survey covered three areas; employer image, recruitment and onboarding – employer image being the main topic. The questionnaire can be found from appendix 1. The following chapter will cover the results in detail.

Because this thesis includes the improvement suggestions, there was a voluntary group discussion organized two weeks after the survey form was closed. The focus of the group discussion was on the improvement in order to gather ideas from the new joiners for the development ideas. The outcomes of the group discussion are covered in chapter 6.



## 5 RESEARCH RESULTS

The first question was how the new joiner applied for the position he or she was working in. Most of the respondents filled an application, while the rest were either headhunted for the position or they contacted someone in the company. 19 % responded “other” and those responses included recommendations, being hired after an internship and someone from the company contacting them.

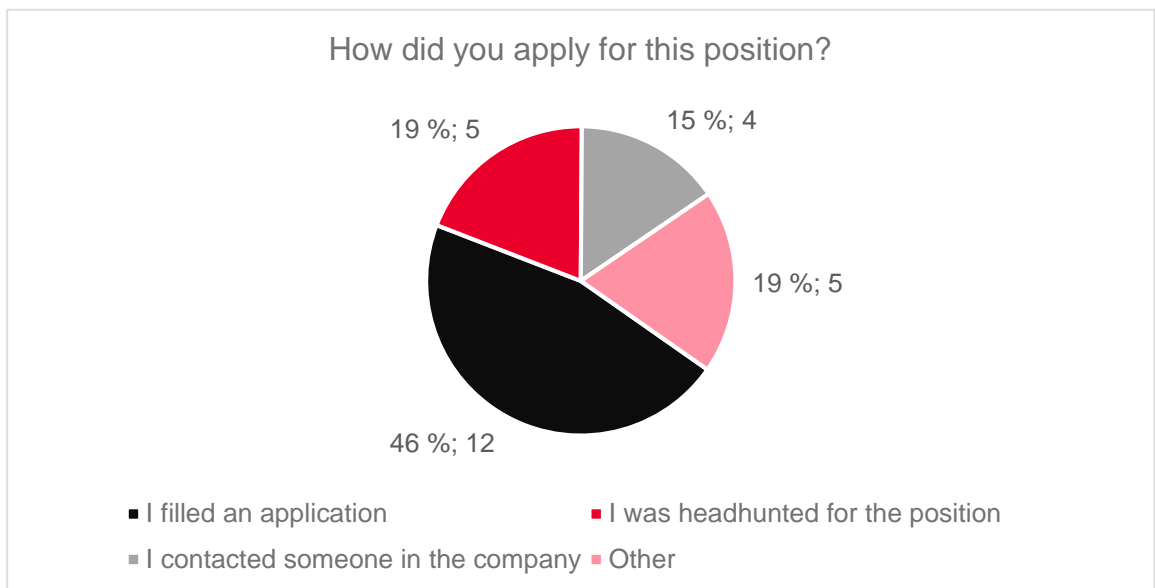


Figure 3. How did you apply for this position?

### 5.1 Statements & Adjectives

The next questions in the survey were statements where the new joiner was asked to reply according to how well they agreed with the given statement. For most of the respondents Rovio was a familiar company before they applied for the position. 31 % disagreed or strongly disagreed meaning that they were not familiar with the company.

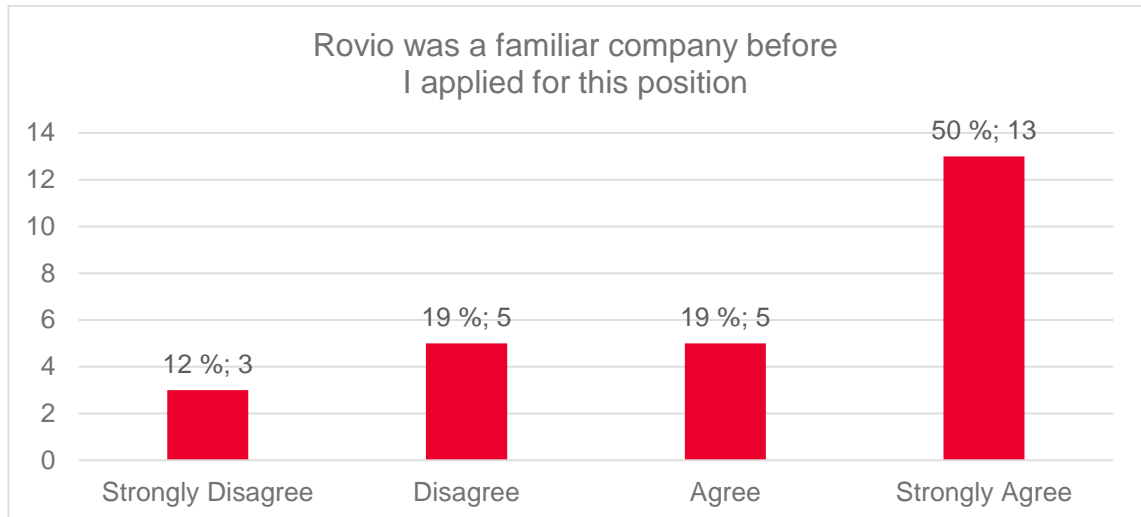


Figure 4. Rovio was a familiar company before I applied for this position

69% agreed or strongly agreed with the statement “My image of Rovio has changed from what it was before applying”. The respondents were also asked that if the image changed, was it a positive or a negative change, and 88% responded that it was a positive change.

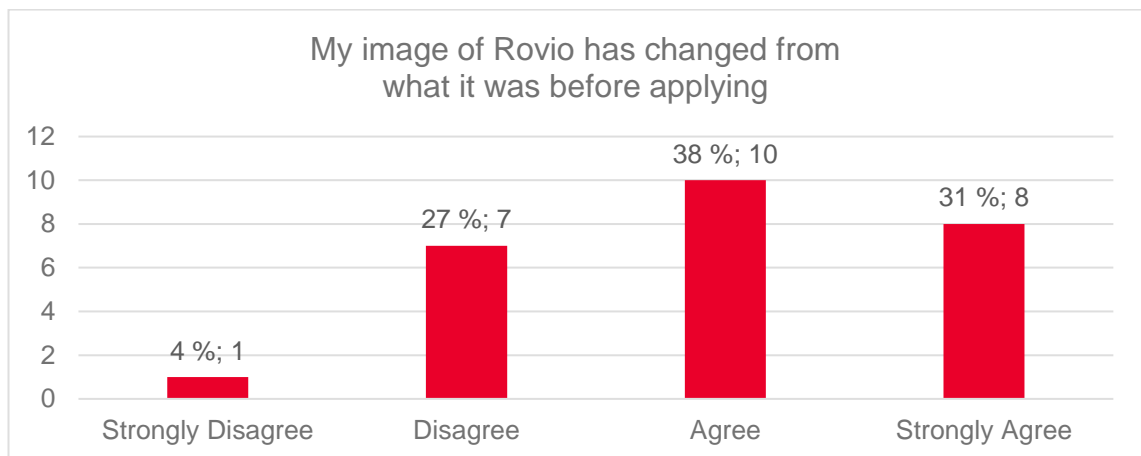


Figure 5. My image of Rovio has changed from what it was before applying

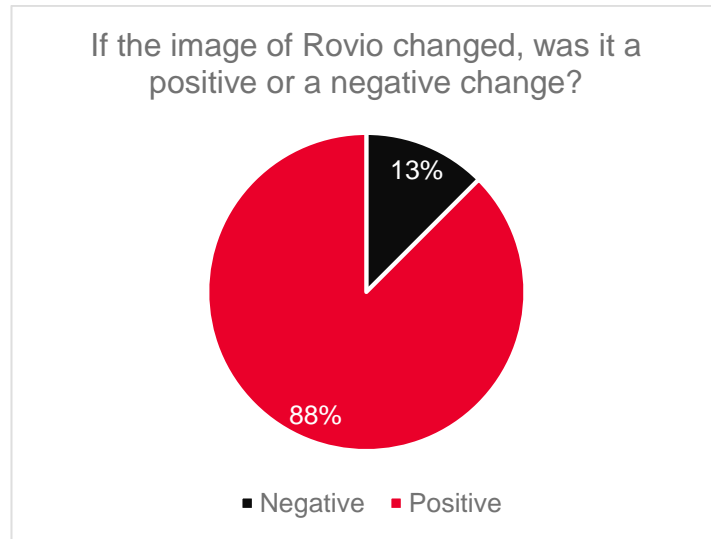


Figure 6. If the image of Rovio changed, was it a positive or a negative change?

Overall the respondents were satisfied with the recruitment and on-boarding process. 88% either agreed or strongly agreed that they were satisfied with the recruitment process and 85% agreed or strongly agreed that they were satisfied with their on-boarding.

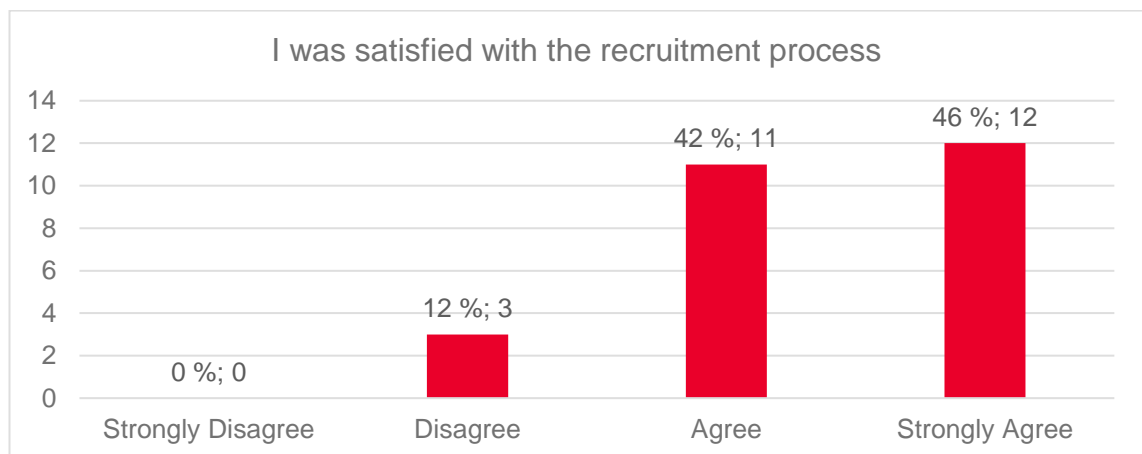


Figure 7. I was satisfied with the recruitment process

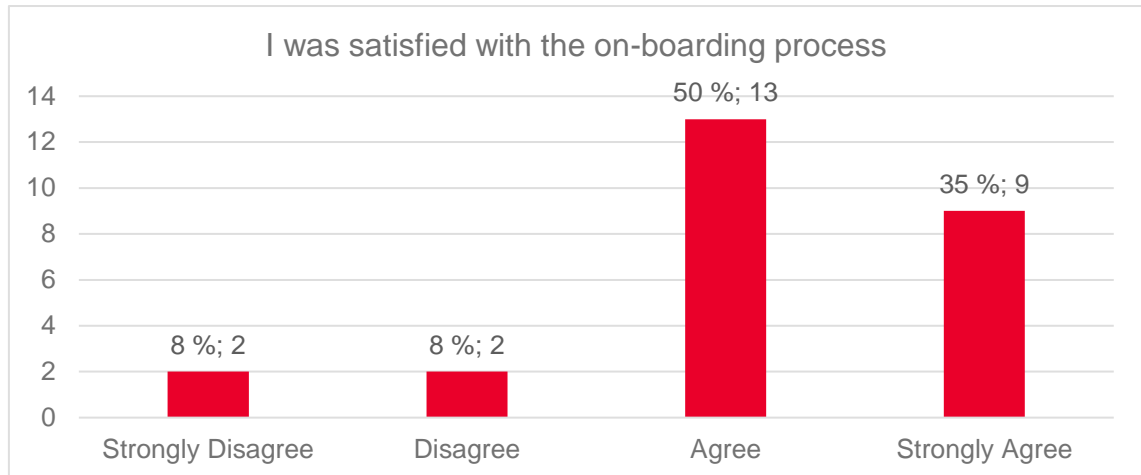


Figure 8. I was satisfied with the on-boarding process

Most of the employees were proud to tell other people that they work at Rovio. There was one respondent who disagreed with this statement.

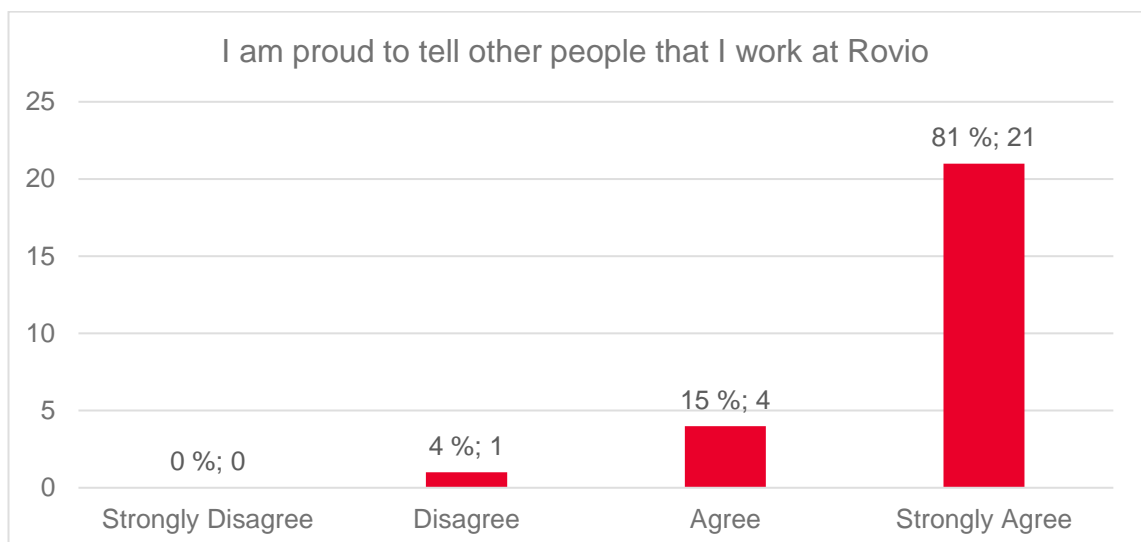


Figure 9. I am proud to tell other people that I work at Rovio

The next question was a matrix that covered adjectives that were previously used in many job ads of Rovio. In addition to these, adjective “reliable” was added by request. The adjectives were: supportive, international, fun, family-like, hands-on, informal, open, reliable, collaborative, inspiring, ambitious and friendly. The respondents were asked how well they agreed with the given adjective when they were thinking about Rovio. All the adjectives scored above 3 on a scale 1-4. The differences between the descriptive

adjectives were very small; lowest adjective (reliable) scoring 3,31 and highest (friendly) scoring 3,73.

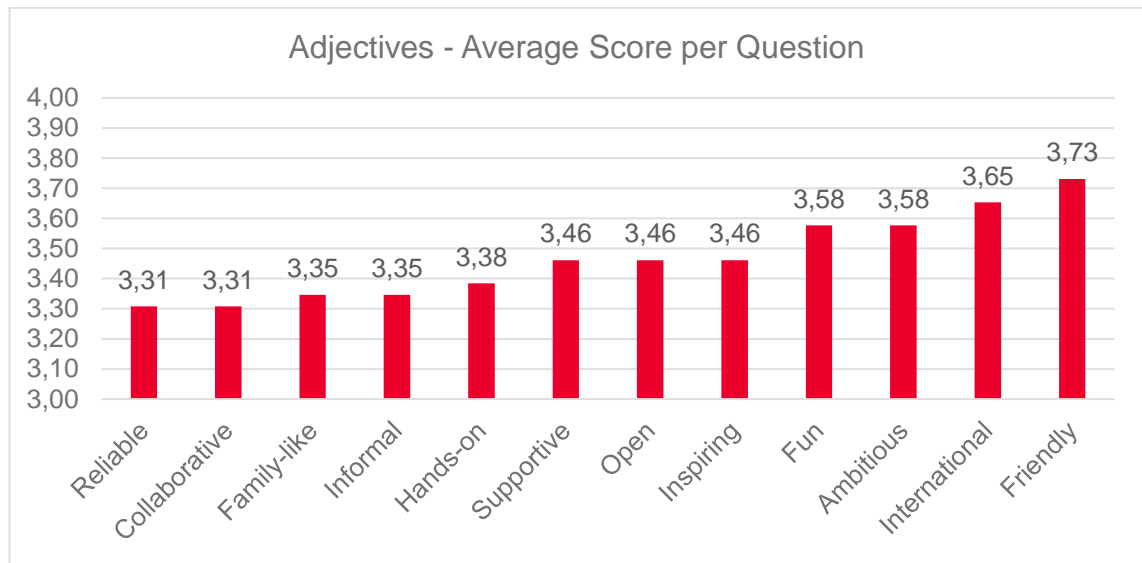


Figure 10. Descriptive adjectives of Rovio – average score per question

## 5.2 Employer Image

After the closed-ended questions there were open-ended questions, first area covering the employer image. To get better understanding of the responses, these were categorized according to the most common responses and then calculated, how many similar responses existed. These numbers were then compared to the total amount of responses per each question and changed into percentages. It should be noted that these percentages are not completely reliable and exact numbers, only estimations.

The respondents were asked, what kind of image they had of Rovio before applying. 23 % considered that Rovio was familiar to them because of the Angry Birds -brand. 23 % had a positive image but similarly 23 % were in-between of having both positive and negative thoughts about Rovio. For 19 % of respondents, Rovio was an unknown company.

*I didn't know the Rovio name but I knew Angry Birds Classic*

*Kind of in-between. I knew Rovio was famous for Angry Birds, and I knew they had fired a lot of people recently.*

*None, unknown name for me.*

*Seemed like a fun place, although recent financial problems highlighted in the media of course had a negative impact on the brand.*

*I have been in gaming industry before and followed Rovio for years. I was extremely open and committed to hiring process. I was very familiar with the past but also extremely impressed about the actions taken early 2016.*

Next they were asked, that if the image of Rovio had changed during their employment, how did it change. 69 % of the respondents replied that they were positively surprised.

*I noticed after coming here how humble Rovio is considering it's extravagant history which I really liked*

*I had a positive image already prior to hiring process but already the process itself and people involved were eye-opening. The image changed slightly during the hiring process (only in a positive manner) and was a perfect fit to every day life at Rovio. No surprises during the employment.*

*Coming from outside games I wasn't sure how much impact I would have. The openness to new ideas and appreciating input from outside the games industry has allowed our AB2 to progress in unimaginable ways.*

*Struggling to maintain/attract talented individuals, a little bit too laid back, not as desirable employer brand, salaries are not as good*

*Any skepticism about a negative culture created by the articles and book have been removed. I am now confident that this is a friendly and nice place to be.*

To the question "what do you think is Rovio's competitive advantage compared to other companies", respondents thought that is a strong brand (38%), Angry Birds (23%), family-like company (15%) and that Rovio is a fun place to work (12%).

*Relaxed environment while still pushing the ambition level.*

*Flat organisational structure, freedom & accountability, creativity, open and honest communication, family-like work environment*

*The Angry Birds IP is both a blessing and a curse. It is easy to fall back into just doing the same thing again and again, but it is however recognisable the world over. The trick is to do something different with it, which I feel the company is doing.*

*Strong brand in angry birds, international, and collaborative. Working together and having fun.*

*Good resources, known brand (AB), high know-how. Laid back and supportive culture is also important - that you are free to explore things and people are with you there. That's how innovation happens.*

As the opposite to the previous question, the respondents were asked that what would the change about Rovio, and that was being less stiff and having more freedom (15%), getting more feedback (8%) and salary (8%).

*Increase the salarys and have a bigger presence in the games industry.*

*More transparency and openness in feedbacks*

*Focus on acquiring talented people even if they cost more, focus on employer branding*

*How success is presented - less money - more success stories! (same thing after all)*

*Salaries seems lower than some competitors, I joined with a lower monthly salary (higher if I count year bonus)*

### 5.3 Recruitment & Onboarding

The final open-ended questions covered recruitment and on-boarding, and a possibility to give other feedback.

What respondents thought that worked well in the recruitment process was fast pace (27 %), interview (23 %) and communication (15 %).

*It was quick and flexible*

*interviews were laidback but proper*

*Communication with everyone involved*

*Interview (could see future colleagues), fast response time, friendly and open discussions.*

There were not many improvement suggestions to the recruitment process, therefore it is not possible to draw together any percentages. There was a mention about delays in the follow-ups and setting a certain timeframe for a starting date beforehand.

*Info about how much taxes and pension I would pay was not clear enough, could use more help with knowing what my actual bottom line is*

*Maybe more information on how many interviews there are. I was told there would be several but in the end it was only two (which in this case was of course a nice surprise).*

*Would have been nice to see more of the premises (not just meeting room/lobby) beforehand (but I understand it might not be possible).*

In the onboarding process the team and colleagues (19 %) seemed to be working well and 15 % thought that the basic setup was good.

*I felt very welcome in the studio and had a good project assigned from day1*

*Basically that I could start work immediately with the project when I had set up everything.*

*Good documentation of all the things I needed to know and start with*

*Got a lot of information and most things went well. Hr stuff was easy to understand.*

*Continuous support from senior colleagues. Learning the job one thing at a time.*

As a contrary to the previous responses, 19 % replied that basic set up needed improvement. There were also questions, what does on-boarding actually consist of (8 %).

*More preparation of the things that need to be set up like e-mail, licenses and everything that does not relate to the project.*

*Accounts needed for systems used by the team were not listed nor setup beforehand*

*Don't really know what is considered onboarding. Is it everything I learned in the first weeks or only the HR stuff?*

The final question of the survey was a possibility to give open feedback. This gained eight responses in total.

*It doesn't feel nice to arrive on an empty dusty desk on the first day, I think we can do better than that by preparing upfront the work station for the new joiner, and a small bag of welcome goodies could make it feel more welcoming to join the Rovio family*

*I wake up every morning feeling excited. Rovio is a great place to work at!*



## 6 DEVELOPING ROVIO'S EMPLOYER BRAND

The main finding of the survey was that the internal employer brand is actually in a very good state and there are not many areas to improve for example in the recruitment and onboarding. In short, what could be improvement in recruitment from a new joiners point of view is showing the company premises more when the candidates come for an interview, letting the candidates know in advance how many interview rounds there will be and how the taxing system works in Finland. Regarding on-boarding, the systems and licenses could be set up in advance.

Another finding was that there were new joiners who were not familiar with the company before joining Rovio and that they were positively surprised for example about the company culture. Therefore the following chapters analyse, how this could be developed so that Rovio would become more familiar as an employer and how the positive internal employer brand could be communicated externally to attract more talent.

Besides the survey, there was also a small group discussion held on 21 March. All the new joiners were invited to this discussion event and two of them participated. In addition the author received one email related to the development side from one new joiner who could not participate the event.

The topics for the group discussion were as following:

- Recruitment: How could the recruitment process be improved?
- On-boarding: How could the on-boarding process be improved?
- Employer image: How could Rovio's employer brand be improved?

Based on these areas, the discussion and further questions varied depending of the answers and comments the participants had.

As in the survey results, improving recruitment and on-boarding did not result in extensive discussion, since also the discussion participants were happy with their recruitment process and on-boarding. Both were satisfied with the communication and interviews during the recruitment process. The other participant was relocating from another country and that person was having mixed emotions about moving to a new country but on the other hand having a great possibility to work for Rovio. Regarding the on-boarding, they were both happy with their "buddy" – a specific person in their team to

help with for example setting up accounts and meeting people. The relocated participant was very satisfied also with the relocation process. What they would develop is to get the needed software for computers handled faster and make the internal communication channel clearer.

Instead of developing the recruitment and on-boarding processes further, the participants had more thoughts on developing the employer brand so that it would attract more talent like them. According to the participants, Rovio does not “sell” itself enough to potential employees and they should “brag” with the company culture.

Respondents would add more information to the company website which is in their opinion currently too plain and difficult to find information from. They would also improve the company information on LinkedIn. They compared the company website for example to another game development company King’s website, which they described being “great”. Rovio should present studios, teams, projects and products on the company page and also for example DAU-data (daily active users of the games) and other statistics. They would also enhance that games area real business and Rovio is not a start-up company anymore. The other participant relocated from another country said that since the relocation works well, Rovio should tell how they support new employees with relocation and take care of them. Also telling how many foreigners have relocated from another country, how long they have lived here and how they like it would be beneficial to attract talent from other countries.

If following Mosley’s (2017, 9-10) suggestion of the employer brand development process, it would consist of eight steps (see Figure 1). This thesis covers at least partly the second step in the process: evaluating the current employer image among potential and current employees. This thesis evaluates the current employer brand among the new joiners, which means that the research has not been done covering all the current employees. However, the research represents one sample of the population and gives valuable insights to the internal employer brand. Additionally, the new joiners gave a good understanding of the external employer brand since this was also mapped in the survey – they were the ones who recently were the potential employees.

After researching the current state of the employer brand, it would be time to move to the next step, defining the Employer Value Proposition. What is it that Rovio can offer to its employees? How does Rovio differ from other employers? The EVP should include the main brand statement and supporting qualities and it needs to be in align with the

corporate brand and strategy. When the EVP is defined, it needs material around it. A brand guideline that supports the message including photography and other design elements and then creating engaging content. The EVP should be visible in all the communication and actions Rovio takes as an employer. The image the company wants to show should be consistent for example throughout the recruitment process. The candidates need to see that what was promised to them is the reality at Rovio in everything it does. Therefore it is important to keep in mind when creating content for the employer branding, that is it something the company can actually fulfill.

The author suggests strong collaboration with the marketing department and deciding who is responsible of what in the company. Employer branding needs active communication and therefore everyone needs to be aware what is expected from them to avoid possible gaps in the brand communication. For example deciding who is responsible of replying to comments on each social media channel. Employer branding is two-way communication and therefore it is important that the company does not only push their message out, instead also listens and replies back.

One concrete action could be developing the company website so that it offers enough information of Rovio as a company, an employer and as a place to work in an appealing way so that it attracts potential employees. It is also important that when potential employees see Rovio's job advertisement in various job boards, they will get supporting information from the company website in addition to the job advertisement which can include only a limited amount of information. When adding information to the company website, it is important to first think what kind of information would be beneficial and interesting to the potential talent and in which order this should be presented on the website so that it creates a user friendly "journey" through the website and the visitors possibly apply for positions they are interested in.

As mentioned also by the new joiners, the company website could include game studio and team presentations, information about projects and the products and some statistics for example of the games and the employees. Since Rovio supports relocating employees, therefore that information could be brought up on the company page. There are currently employee stories on Rovio's website, but more stories could be added from a larger variety of employees – from trainees to very senior roles. Also employees that have relocated could tell their stories – how they ended up at Rovio and how they have liked it there. Rovio has a lot of diversity and that could be presented as a great asset.

As mentioned earlier, candidates consider company culture as an attracting factor. In the new joiner survey, one finding was that Rovio is a family-like company and a fun place to work. These findings could be promoted and brought up also in the EVP. Employer brand ambassadors could be one way to promote Rovio as an employer. Potential employees can relate more to these brand ambassadors who work at Rovio instead the message coming constantly from the company side. Current employees could be the ones promoting the company culture for example.

At Rovio, the Generation Y is the target audience for recruiting. The Generation Y is now at the age of somewhere between 20 to 40. The average age of a New Joiner at Rovio in 2016 was 31,9 – exactly in this category. According to Hubschmid (2012, 205), Generation Y values honesty and prefers hearing also the weaknesses of the job and company during the recruitment process. Keeping the promises and being honest will create loyalty from this generation, which is usually difficult to keep in the same company for a longer period. Social aspects are important to Generation Y and they appreciate an opportunity to visit the company and get in touch with their possible co-workers. Therefore the employer ambassadors could be valuable in this purpose as well.

When the concrete actions are defined and taken, it is also important to measure the impact to develop the employer brand further. As mentioned earlier, the company needs to decide what KPI's it wants to measure according to what is beneficial to them. For example amount of application is not necessarily a good measure, if the quality of the applications is poor. It is also good to examine, what kind of audiences there are currently on each social media channel and is there for example a need to attract more followers to some of the channels. Once the KPIs and the time frames for each are decided, the data should be tracked continuously. The results should be examined periodically and the employer brand strategy and its activities adjusted when needed.

## 7 CONCLUSIONS

The main research questions in this thesis were what is employer branding and how employer brand can be managed. The purpose of the case study was to find out what is the current state of Rovio's internal employer brand and how it can be developed and communicated to attract more talent. The two first questions were examined through literature, articles and researches conducted by LinkedIn and Universum. To summarize what is employer branding, it is a company-wide strategy that defines what differs the company from competitors as an employer. The key in employer brand management is a carefully planned process designed together with different departments and to keep the communication truthful.

The case study dealt with a survey conducted among new joiners who joined Rovio in 2016. The main finding of the survey was that Rovio's employer brand among the new joiners was very good. Rovio was not familiar to all new joiners before applying and they were positively surprised about the company culture. Therefore it needs to develop the external employer brand further to attract more talent in the competitive environment in which Rovio operates. In this era where the Generation Y is entering the workforce and already working, it is particularly important to focus on offering them the kind of workplace they value.

Even though there was not a large variety of new literature written about employer branding, the main references offered extensive knowledge of the topic. Also recent researches supported the area very well. The conducted survey offered valuable knowledge of Rovio as an employer from the new joiners' point of view. If it had been known that the recruitment and on-boarding processes were in a good state among the new joiners, the survey could have been conducted on a company-wide level focusing only on the employer image and Rovio's brand as an employer. On the other hand, this survey gave valuable information also about the external employer brand since the new joiners' had fresh information of the time before they started working at Rovio.

The response rate of the survey was 60 % which can be considered to bring valid information. The respondents were located in two different offices – Espoo and Stockholm, which may have had different recruitment and onboarding practices. The results between these two offices were not compared since the amount of new joiners were different. Stockholm had 12 new joiners and therefore the results could have not

been generalized to bring reliable information. The response rate could have been higher if the request to fill out the survey came from the management or there would have been some kind of reward for answering the survey. On the other hand the reward could have resulted the respondents to reply without actually reflecting on their experience.

Chapter six offers action and development ideas for Rovio, but as an overall guidance the author recommends starting from planning the EVP to have a strong foundation for communication and actions. Collaboration throughout the company would also be beneficial.

As mentioned in the beginning of this thesis, every company has an employer brand, regardless of whether they have defined it themselves or not. Rovio is in a good situation with their internal employer brand. For further research it could be examined, what the state of Rovio's employer brand is among the different stages of the talent life-cycle. How do the talent pools, applicants, candidates, rest of the employees and alumnis see Rovio as an employer? These could be looked into internally or with a help of an outside consultation. As mentioned earlier, the employer brand message can be created for different segments and therefore examining these different audiences could be beneficial to deliver the right message to the right audience.

The author believes that employer branding is a continuous process which will stay important as long as there is competition. Especially in functions where there is not oversupply of talent, the well-planned and communicated employer brand needs to be in place to differentiate the company from others.

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## Survey form

### Background questions

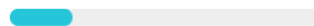
In which office are you working? \*

- ☐ Espoo
- ☐ Stockholm

How did you apply for this position? \*

- ☐ I filled an application
- ☐ I contacted someone in the company
- ☐ I was headhunted for the position
- ☐ Other: \_\_\_\_\_

NEXT



Page 1 of 5

Never submit passwords through Google Forms.

## Statements

Please answer based on how well you agree with the following statements.  
1=Strongly Disagree, 2=Disagree, 4=Agree, 5=Strongly Agree

Rovio was a familiar company before I applied for this position \*

	1	2	3	4	
Strongly DISAGREE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly AGREE

My image of Rovio has changed from what it was before applying \*

	1	2	3	4	
Strongly DISAGREE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly AGREE

If the image of Rovio changed, was it a positive or a negative change?

- ☐ Positive
- ☐ Negative

I was satisfied with the recruitment process \*

	1	2	3	4	
Strongly DISAGREE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly AGREE

I was satisfied with the on-boarding process \*

	1	2	3	4	
Strongly DISAGREE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly AGREE

I am proud to tell other people that I work at Rovio \*

	1	2	3	4	
Strongly DISAGREE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly AGREE

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## Descriptive adjectives of Rovio

Please answer based on how well you agree with the following adjectives when you think about Rovio.

1=Strongly Disagree, 2=Disagree, 4=Agree, 5=Strongly Agree

★

	Strongly disagree	Disagree	Agree	Strongly Agree
Supportive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fun	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family-like	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hands-on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspiring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ambitious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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## Open questions

### Employer Image

What kind of image you had of Rovio before applying?

Your answer

If that image has changed during your employment, how has it changed?

Your answer

What do you think is Rovio's competitive advantage compared to other companies?

Your answer

If you could change only one thing at Rovio, what would what be?

Your answer

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## Open questions

### Recruitment process

What worked well in the recruitment process?

Your answer

What could be improved in the recruitment process?

Your answer

### Onboarding process

What worked well in the onboarding process?

Your answer

What could be improved in the onboarding process?

Your answer

### Other feedback

Feel free to give any other feedback:

Your answer

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